

COMPLETE LIST OF TEACHING MATERIALS

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CASE**Artificial Intelligence: Stitch Fix, A Blue Ocean Retailer in the AI World****ABSTRACT**

Retail had always fascinated Katrina Lake, the youngest woman CEO to ever lead a US initial public offering. But she couldn't help noticing that the age-old industry never changed. Brick-and-mortar retailers still competed on variety and touch-and-feel, while online competitors sought to differentiate through low prices and fast shipping. She realized that artificial intelligence and human beings — in particular, stylists — could be creatively leveraged to change the retail value proposition, create a fundamentally different and significantly superior buyer experience, and a differentiated and low-cost offering. The case describes how Lake turned a Harvard Business School class project into a \$1.5 billion company, Stitch Fix. Stitch Fix provides a personal styling service, sending individually selected clothing and accessories based on customer preferences and constraints. Buyers receive the knowledge, creativity and style expertise of human stylists, combined with the benefits a top-tier AI provides. These are blended into a service previously reserved for the wealthy (personal styling), delivered directly to customers' homes, at a price point that fits their budget. Lake's Stitch Fix is founded and led by women, and has one of the largest female management and workforces in the AI space, if not almost all industries. As of 2019, Stitch Fix employs more than 6,600 employees, of which 86% are women. The case works especially well for teaching about women in business. It also looks at recent attempts by Amazon to jump into the blue ocean Stitch Fix created. This leads to an interesting discussion about the likely impact of Amazon's Personal Shopper service, inviting student input on how to counter Amazon's attack.

CASE

Harvard: [IN1630-PDF-ENG](#)
 Case Centre: [no. 319-0353-1](#)
 INSEAD: [12/2019-6540](#)

ACCOMPANYING MATERIALS

N/A

TEACHING NOTE

Harvard: [IN1630-PDF-ENG](#)
 Case Centre: [no. 319-0353-1](#)
 INSEAD: [12/2019-6540](#)

CASE**An Innovation That Has Changed the Lives of Women in India****ABSTRACT**

In the year 2000, only 2% of rural Indian women and girls used menstrual hygiene products; the rest used ash, dirty rags, or sat out their periods in huts. The onset of menses often meant the end of school for Indian girls, forced marriage, and a lifetime of servitude.

One man sought to change that and increased the use of menstrual hygiene products by 600% and counting. Arunachalam Muruganantham "Muruga" created low-tech, low-cost machines enabling groups of Indian women to produce and sell pads to other local women. His pad-machine business has so far created about 5300 local for-profit menstrual pad making micro-businesses. His unique strategy overcame an impossible distribution channel and, more importantly, taboo for a subject that affected half of Indians but that nobody used to talk about.

CASE Harvard: IN1620-PDF-ENG Case Centre: no. 319-0338-1 INSEAD: 11/2019-6521	ACCOMPANYING MATERIALS N/A	CASE Harvard: IN1620-PDF-ENG Case Centre: no. 319-0338-1 INSEAD: 11/2019-6521
CASE Innovation without Disruption: How Prodigy Finance Achieved Both High Growth and Social Good		
ABSTRACT The case describes how three INSEAD alumni founded fintech company Prodigy Finance and created the market for international student loans by solving a problem long overlooked by the finance industry: funding for students in pursuit of advanced education outside their home country, especially “high-earning degree programmes” at top universities with high tuition fees and few scholarships. Traditional banks had ignored this burning need and stayed focused purely on domestic borrowers and local credit records. The founders of Prodigy Finance took a radically different approach, creating a lending platform based on a forward-looking, cross-border risk assessment model and connecting international student borrowers with individual and institutional investors. By 2019, Prodigy Finance had helped over 11,200 students from 132 countries, lending more than US\$538 million. This strategic move offers an illustration of “nondisruptive market creation”, a concept coined by W. Chan Kim and Renée Mauborgne, authors of the bestselling Blue Ocean Strategy and Blue Ocean Shift. By identifying and solving a problem that had never been addressed, Prodigy Finance created a new market beyond existing industry boundaries, unlocking and capturing burgeoning new demand without displacing or competing with what the financial services sector had to offer.		
CASE Harvard: Not published yet Case Centre: 319-0327-1 INSEAD: 10-2019-6523	ACCOMPANYING MATERIALS N/A	TEACHING NOTE Not published yet
CASE Indian Premier League: Creating a Blue Ocean in a Sports Event		
ABSTRACT Launched in 2008, the Indian Premier League (IPL) has reinvented what the game of cricket and cricket leagues mean by transforming the long-winded gentlemen’s game into a thrilling three-hour sports drama. The result has been the creation of a blue ocean of new market space that has achieved tremendous success, creating all-new demand for the sport not only in India, but around the world. At the IPL games, people not only see the best and the hottest cricket players in the IPL’s eight extravagant teams, they are also entertained by Bollywood stars shouting and dancing with the cheerleaders during the intermissions. As a result, the IPL opened a new market space, called “cricketainment,” in which cricket is played and enjoyed in a completely different way. In so doing, the IPL became the most popular primetime TV show for Indian families, finding its target audience in nontraditional cricket viewers.		

The online case “Indian Premier League: Creating a Blue Ocean in a Sports Event” is a self-paced case study that lets students analyze the strategic logic behind the launch of the Indian Premier League using blue ocean analytical tools and frameworks. This case unfolds by having students read a short, interactive case, watch an exciting video clip, and take two sets of online quizzes to test what they have learned about its blue ocean market-creation process. Given that this is self-learning material, it is good to either provide the case as a wrap-up of the BOS learning, or conversely, as a warm-up.

The background note covers the “people proposition” of the IPL’s blue ocean strategy as to how the organization engaged diverse stakeholders (franchisees and players) to successfully create an extravaganza league from scratch. This can be distributed as complementary reading after participants complete the online case study.

CASE

Online case by request: at blueoceanstrategy.com

ADDITIONAL PUBLISHED CASE (Background Note)

Harvard: [IN1614](#)
 Case Centre: [no.319-0117-1](#)
 INSEAD: [08/2019-6515](#)

ACCOMPANYING MATERIALS

Lecture Slides is available for free download at blueoceanstrategy.com

TEACHING NOTE

Harvard: [IN1614](#)
 Case Centre: [319-0117-8](#)
 INSEAD: [08/2019-6515](#)

CASE

Nintendo Switch: Shifting from Market-Competing to Market-Creating Strategy

ABSTRACT

Nintendo languished in last place during the console wars of the early 2000s, with game industry analysts suggesting that the Kyoto-based firm exit the gaming console market altogether. Instead, Nintendo used Blue Ocean Strategy to redefine market boundaries, creating the best-selling video-game console ever, the Nintendo Wii. Targeting noncustomers, the Wii outsold Sony's PlayStation and Microsoft's Xbox combined, until the market was disrupted by smartphones and tablets. Mobile technology targeted the same noncustomers, offering easy-to-understand games and controls, and Wii sales suffered. Nintendo initially responded by introducing a tablet-like console, the Wii U, a poor copy of the tablet experience that was a dismal failure. Stepping back, Nintendo again used Blue Ocean Strategy to "value innovate" with the Nintendo Switch, the only console to outpace the Wii in sales, and by moving into adjacent markets, working with businesses in which it held a minority stake to release the wildly popular Pokémon Go and other mobile games.

<p>CASE</p> <p>Harvard: IN1575-PDF-ENG Case Centre: no. 319-0117-1 INSEAD: 05/2019-6486</p>	<p>ACCOMPANYING MATERIALS</p> <p>N/A</p>	<p>TEACHING NOTE</p> <p>Harvard: IN1575-PDF-ENG Case Centre: no. 319-0117-8 INSEAD: 05/2019-6486</p>
<p>CASE</p> <p>Education: A Blue Ocean Shift from Insolvency to Excellence, Turning Around the Private University of Bolivia</p>		
<p>ABSTRACT</p> <p>The Universidad Privada Boliviana (UPB), the Private University of Bolivia, was founded in 1993. Not long after, in the late 1990s, civil unrest erupted with coca growers battling police in the streets outside the campus. Students and faculty fled, the prior President retired, and the University was functionally insolvent. Manuel Olave was hired as Rector (President) in 1999 to salvage the struggling school. Charged with turning around the struggling university, Olave realized that head-on competition would not help UPB thrive. Instead of benchmarking against leading universities, Olave formed a team to explore growth opportunities, using blue ocean methodologies like the Buyer Utility Map, Strategy Canvas, and Eliminate-Reduce-Raise-Create (ERRC) Grid. Based on insights from the blue ocean shift process, UPB made a series of strategic moves to capture untapped demand for higher education that was more affordable and of higher value for students. Two decades later, UPB is ranked the best private university in Bolivia, enrollment is at capacity, and the school is planning a third campus.</p> <p>The case comes with a first-hand video interview with Manuel Olave describing his blue ocean shift. The video can be downloaded for teaching purposes from https://www.blueoceanstrategy.com/teaching-materials/upb/</p>		
<p>CASE</p> <p>Harvard: IN1542-PDF-ENG Case Centre: no. 319-0017-1 INSEAD: 01/2019-6460</p> <p>Other languages: Spanish and Portugese</p>	<p>ACCOMPANYING MATERIALS</p> <p>Video Clip is available for free download at blueoceanstrategy.com</p>	<p>TEACHING NOTE</p> <p>Harvard: IN1542-PDF-ENG Case Centre: no. 319-0017-8 INSEAD: 01/2019-6460</p>
<p>CASE</p> <p>Charity: Comic Relief, How Red Nose Day made the competition irrelevant for decades</p>		
<p>ABSTRACT</p> <p>Charity fundraising in the UK was a deep red ocean when Comic Relief’s Red Nose Day started. Costs were up and donations were down. To stand out from the crowd, organizations had to work harder at fundraising and marketing. Yet Comic Relief’s Red Nose Day rapidly achieved 96 percent national brand awareness and has now raised over £1 billion without spending anything on marketing. Its flagship event, held once every two years, is almost a national holiday in the UK. The case reveals how Comic Relief’s Red Nose Day redefined the problem of the charity-giving industry - from how to get the</p>		

wealthy to give out of guilt, to how to get everyone 'to do something funny for money' - thus reconstructing the market boundaries. It understood how to create new demand by looking to nondonors and what turned them off (the blocks to giving). In so doing, it erected formidable barriers to imitation - cognitive, organisational, economic and legal. Comic Relief's Red Nose Day enduring success relies on the alignment of its value, profit and people propositions. It can be used to teach the following Blue Ocean concepts: (1) the Buyer Utility Map; (2) the Three Tiers of Noncustomers; (3) Barriers to Imitation; and (4) Disruptive versus nondisruptive creation. This case comes with a teaching note and a short video showing students what Comic Relief's Red Nose Day is.

CASE

Harvard: [IN1526-PDF-ENG](#)
 Case Centre: [no. 318-0329-1](#)
 INSEAD: [11/2018-6431](#)

ACCOMPANYING MATERIALS

Video Clip
 Available for free download at
[blueoceanstrategy.com](#)

TEACHING NOTE

Harvard: [IN1526-PDF-ENG](#)
 Case Centre: [no. 318-0329-8](#)
 INSEAD: [11/2018-6431](#)

CASE

Strategic Innovation: Park24, reinventing the parking industry in Japan

ABSTRACT

The case reviews how the Japanese company Park24 reinvented the short-stay parking industry in Japan and expanded it over the years, establishing itself as the unchallenged market leader. Hitherto short-stay parking in Japan was largely provided as a public service. Shortage of land and the high price of real estate explained the severe shortage of city parking space was due to land scarcity and lofty prices of land resources. Park24 saw that the solution was not building gigantic multi-storey car parks but making parking lots available everywhere people went and accessible anytime of the day. Drawing insights from the convenience store industry, Park24 looked for small plots near popular destinations and launched a low-cost, secure and automated parking service called Times. Rolled out rapidly across Japan, it fundamentally redrew the landscape of the short-stay parking industry. Park24's blue ocean move shows how a nondisruptive market-creating approach can open up new value-cost frontiers, new demand and high growth. The case comes with a teaching note, a first-hand interview with Koichi Nishikawa, Park24 President, and lecture slides.

CASE

Harvard: [IN1512-PDF-ENG](#)
 Case Centre: [no. 318-0319-1](#)
 INSEAD: [10/2018-6438](#)

ACCOMPANYING MATERIALS

Video Clip and Lecture Slides
 Available for free download at
[blueoceanstrategy.com](#)

TEACHING NOTE

Harvard: [IN1512-PDF-ENG](#)
 Case Centre: [no. 318-0319-8](#)
 INSEAD: [10/2018-6438](#)

CASE

Driving the Future: How Autonomous Vehicles Will Change Industries and Strategy

<p>ABSTRACT</p> <p>Self-driving cars are moving from science fiction to showroom fact, or at least to a car summoning platform. Waymo, the self-driving car division of Google, has ordered 82,000 self-driving cars for delivery through 2020. Cruise Automation, from General Motors, is perfecting their own fleet. Countless companies are driving full-throttle into the future. This case explores whether self-driving cars (autonomous vehicles or AVs) are a red ocean or blue ocean opportunity, and explains the difference between technological innovation and value innovation. It will prompt students to think about disruptive innovation and nondisruptive market creation, and why inventors of major technological innovations throughout history have often failed to meaningfully monetize their inventions.</p>		
<p>CASE</p> <p>Harvard: IN1484-PDF-ENG Case Centre: no. 318-0194-1 INSEAD: 07/2018-6417</p>	<p>ACCOMPANYING MATERIALS</p> <p>N/A</p>	<p>TEACHING NOTE</p> <p>Harvard: IN1484-PDF-ENG Case Centre: no. 318-0194-8 INSEAD: 07/2018-6417</p>
<p>CASE</p> <p>Blue Ocean Hackathon: Market Creation in a Highly Competitive Industry</p>		
<p>ABSTRACT</p> <p>This highly engaging strategy formulation exercise allows participant to unlock their creativity through the systematic five-step process of blue ocean shift. We reverse the learning process of case method by combining it with a group exercise. Participants will formulate their own market-creating strategy first by actively applying the concept, framework, and process of blue ocean shift to one of the most competitive industries – the travel industry. Then, they will be introduced to a real-life case that challenged the travel industry’s long existing assumptions and successfully opened new market space. In analyzing the case, a three-part video series walks participants through the same blue ocean shift process applied in their group exercise, which will reinforce their learnings from the exercise and enhance the understanding of the case.</p> <p>This case is excellent for running a half-day or one-day workshop on creativity, innovation, and entrepreneurship.</p> <p>The case comes with a teaching note, lecture slides, worksheets, a one-page summary and a three-part movie based on first-hand research and face-to-face interview with the CEO of a Korean company who created a blue ocean in the travel industry.</p>		
<p>CASE</p> <p>Harvard: IN1479-PDF-ENG Case Centre: no. 318-0130-1 INSEAD: 10/2018-6422</p>	<p>ACCOMPANYING MATERIALS</p> <p>One Page Summary, Worksheets, interview video and Lecture Slides Available for free download at blueoceanstrategy.com Other Languages: Chinese, Korean</p>	<p>TEACHING NOTE</p> <p>Harvard: IN1479-PDF-ENG Case Centre: no. 318-0130-8 INSEAD: 10/2018-6422</p>

CASE**Wawa: Retailing Reinvented Through Blue Ocean Strategy****ABSTRACT**

Customers are gaga for Wawa, the restaurant / convenience store / gas station that inspires people to tattoo the firm's logo. Founded in 1803, Wawa morphed over time from an iron foundry to a textile mill, to a dairy farm, dairy delivery business, grocery store, then convenience store. Dark clouds descended with the 2008 financial crisis. As competitors converged on Wawa, management recognized the need for a new direction. After the CEO asked his executives to review a selection of business books, they chose Blue Ocean Strategy to redefine industry boundaries, shifting away from the red ocean of competition to a blue ocean of differentiation and low cost. By 2017 Wawa was the 34th largest private company in the US, with 625 million customers and sales of \$10.5 billion. Wawa serves 222 million cups of coffee a year and 105 million hoagie sandwiches. Where the average 7-Eleven convenience store grosses \$30,000-\$35,000 per week, Wawa averages \$116,000. It used Blue Ocean Shift to achieve breakout success and thrive for a decade after its strategic pivot.

The case comes with a teaching note and firsthand video interview of Howard Stoeckel, Vice Chairman and former CEO of Wawa.

CASE

Harvard: [IN1542-PDF-ENG](#)
 Case Centre: [n°no. 318-0129-1](#)
 INSEAD: [06/2018-6421](#)

Other languages: Chinese

ACCOMPANYING MATERIALS

Theory-Based Movie
 Available for free download at
www.blueoceanstrategy.com

TEACHING NOTE

Harvard: [IN1473-PDF-ENG](#)
 Case Centre: [no. 318-0129-1](#)
 INSEAD: [06/2018-6417](#)

CASE**A Maestro without Borders: How André Rieu Created the Classical Music Market for the Masses****ABSTRACT**

For several decades, the classical music industry has been in decline with demand down, costs up and profits shrinking as many orchestras struggle for survival. Against this backdrop, André Rieu and his Johann Strauss Orchestra stand apart. Instead of competing like all the other orchestras, André Rieu has reconstructed market boundaries between classical music and pop concerts, creating a blue ocean of vast new demand. Rieu and his orchestra have stayed on the Billboard Top 25 Tours list for nearly 2 decades, right alongside the likes of Bruce Springsteen and Justin Bieber. His CDs and DVDs have sold more than 40 million copies versus 10,000 copies for a top classical music CD. This case reviews the competitive practice of the classical music industry and illustrates how Andre Rieu gained insight into unlocking new demand by looking to noncustomers of classical concerts, and how Rieu reconstructed industry boundaries and created new market space, making the competition irrelevant. The case comes with a teaching note that reviews major concepts and frameworks of competitive strategy and blue ocean strategy in the context of the case and provides answers to the questions for class discussions.

<p>CASE</p> <p>Harvard: IN1380-PDF-ENG Case Centre: no. 317-0302-1 INSEAD: 08/2017-6304</p> <p>Other Languages: Chinese, Korean</p>	<p>ACCOMPANYING MATERIALS</p> <p>Video Clip and Lecture Slides Available for free download at blueoceanstrategy.com</p>	<p>TEACHING NOTE</p> <p>Harvard: IN1380-PDF-ENG Case Centre: no. 317-0302-8 INSEAD: 08/2017-6304</p>
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CASE
Successes and Failures of Amazon’s Growth Strategies: Causes and Consequences

ABSTRACT

On 30 May 2017, Amazon shares traded at a record high - above \$1,000 - surpassing the share price of Google parent Alphabet. Started as an online bookstore 22 years earlier, Amazon has achieved uninterrupted growth by becoming the largest internet bookstore, the largest online marketplace, a media company, and the most successful IT service provider. Amazon recently expanded into the bricks-and-mortar retail business, launching Amazon Books across the US and beta-testing Amazon Go in Seattle. As of May 2017, Amazon was ranked the world's most innovative company and the fourth largest company by market capitalization. The case explores Amazon's path to growth and its successes and failures along the way. Successful strategic moves include Amazon Marketplace, Prime, Amazon Web Services, and Kindle. Failures included Auctions, A9 Search Engine, Endless, and the Fire Phone. Identifying commonalities and differences among them, the case shows the causes and consequences of Amazon's at-once stellar performance and severe setbacks. It applies Blue Ocean Strategy concepts to analyze its market-creating logic for future growth.

<p>CASE</p> <p>Harvard: IN1397-PDF-ENG Case Centre: no. 317-0347-1 INSEAD: 09/2017-6340</p> <p>Other languages: Chinese, Korean</p>	<p>ACCOMPANYING MATERIALS</p> <p>One-page Summary and Lecture Slides Available for free download at blueoceanstrategy.com</p>	<p>TEACHING NOTE</p> <p>Harvard: IN1397-PDF-ENG Case Centre: no. 317-0347-8 INSEAD: 09/2017-6340</p>
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CASE
Drybar (A): No Cut. No Colors. Just Blowouts!

ABSTRACT

Drybar was launched in 2010 with the tagline of “No cuts. No color. Just Blowout!” by a hair stylist Alli Webb and her brother, Michael Landau. Blowout service had long been provided in most hair salons, but it was considered an add-on service or an infrequent stand-alone service request that did not incur a significant and consistent revenue stream. Yet Alli recognized an untapped business opportunity in blowout services and she turned this opportunity into a \$ 70 million business with 55 locations across the United States in just five years. The case will look into how Drybar changed the concept of professional blow-drying service and made it so compelling to all women regardless of their age or job.

The case is composed of a two-part series. Part A describes the industry landscape of the American beauty salon industry in 2008, before Drybar entered the scene. Part B illustrates how Drybar was conceived with a different strategic approach and what made Drybar stand out from conventional hair salons while achieving lower costs. Part B is written as a cartoon storybook, which makes it both informative and emotionally engaging.

CASE A

Harvard: [IN1247-PDF-ENG](#)
Case Centre: [no. 316-0277-1B](#)
INSEAD: [08/2016-6237](#)

ACCOMPANYING MATERIALS

Video Clip and Lecture Slides
Available for free download at
[blueoceanstrategy.com](#)

TEACHING NOTE

Harvard: [IN1246-PDF-ENG](#)
Case Centre: [no. 316-0277-8](#)
INSEAD: [08/2016- 6237](#)

CASE

Drybar (B): No Cut. No Colors. Just Blowouts!

ABSTRACT

Drybar (B) is presented in an innovative cartoon storybook format to help enhance participants' understanding of Drybar's offering through an entertaining experience that is both informative and emotionally engaging.

CASE B

Harvard: [IN1247-PDF-ENG](#)
Case Centre: [no. 316-0277-1B](#)
INSEAD: [08/2016-6237](#)

ACCOMPANYING MATERIALS

Video Clip and Lecture Slides
Available for free download at
[blueoceanstrategy.com](#)

TEACHING NOTE

Harvard: [IN1246-PDF-ENG](#)
Case Centre: [no. 316-0277-8](#)
INSEAD: [08/2016- 6237](#)

CASE**Fintech: Compte-Nickel, Creating New Demand in the Retail Banking Sector****ABSTRACT**

The case explains how the French fintech Compte-Nickel found a blue ocean in the crowded French retail banking sector by identifying noncustomers and developing a strategy to attract them. Traditional banks focused on developing financial technology to make their offerings more appealing, whereas the fintech Compte-Nickel created a blue ocean by looking at the noncustomers the other banks ignored: low income earners and people facing financial exclusion.

This case comes with a teaching note, lecture slides, and a two-part exclusive video interview with Hugues Le Bret, CEO of the fintech Compte-Nickel.

CASE

Harvard: [IN1242-PDF-ENG](#)
 Case Centre: [no. 316-0167-1](#)
 INSEAD: [07/2016-6235](#)

Other language: French

ACCOMPANYING MATERIALS

Video (interview) and Lecture slide
 Available for free download at
www.blueoceanstrategy.com

TEACHING NOTE

Harvard: [IN1242-PDF-ENG](#)
 Case Centre: [no. 316-0167-8](#)
 INSEAD: [07/2016-6235](#)

CASE**The Marvel Way: Restoring a Blue Ocean****ABSTRACT**

The Marvel Way: Restoring a Blue Ocean explains one of the greatest turnarounds in modern business history. This case comes with a two-part video interview with then Marvel CEO Peter Cuneo who turned around the business and launched a blue ocean. Founded in 1939, Marvel Comics initially struggled in a red ocean producing primarily me-to knock-off comic books. In the early 1960's Marvel took a blue ocean turn by focusing on noncustomer college students. Marvel invented characters that were people first and superheroes second: Spider-Man, The Hulk, Iron Man, the X-Men. The business thrived. By the 1980's value extractors took over Marvel, badly misaligning value, profit, and people. In late 1996 Marvel filed for bankruptcy, a victim of red ocean management practices. New management purchased the business out of bankruptcy in 1998 but faced a daunting task: Marvel owed \$30 million in annual interest payments on a \$250 million loan, cash was so tight that they almost missed payroll, and movie rights for many of their best characters were licensed to others. First managers stabilized the business then Marvel created a new type of blue ocean that went on to produce the most profitable movie franchise in history. Just over a decade after exiting bankruptcy a debt-free Marvel sold itself to Disney for \$4.2 billion.

<p>CASE</p> <p>Harvard: IN1182-PDF-ENG Case Centre: no. 316-0075-1 INSEAD: 08/2016-6205</p> <p>Other languages: Chinese, Spanish, Korean</p>	<p>ACCOMPANYING MATERIALS</p> <p>Videos (Interview) and Lecture slide Available for free download at www.blueoceanstrategy.com</p>	<p>TEACHING NOTE</p> <p>Harvard: IN1183-PDF-ENG Case Centre: no. 316-0075-8 INSEAD: 04/2016-6205</p>
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CASE
Justin Trudeau Wins 2015 Canada Election: Creating a Blue Ocean in Politics

ABSTRACT
The case describes how Justin Trudeau came from a seemingly hopeless third place (in the party rankings) to win a stunning majority and become Canada’s 23rd prime minister. Trudeau’s win is analysed through a Blue Ocean lens, showing how his campaign broke with the traditional rules of engagement by reaching out to non-voters, and increasing willingness-to-vote while lowering the cost-of-voter acquisition.

<p>CASE</p> <p>Harvard: IN1133-PDF-ENG Case Centre: no. 315-342-1 INSEAD: 01/2016-6196</p>	<p>ACCOMPANYING MATERIALS</p> <p>Video clip and Lecture slide Available for free download at www.blueoceanstrategy.com</p> <p>Background Note Justin Trudeau Wins 2015 Canada Election: Creating a Blue Ocean in Politics Case Centre: no. 315-341-1 Harvard: IN1132-PDF-ENG</p>	<p>TEACHING NOTE</p> <p>Harvard: IN1134-PDF-ENG Case Centre: no. 315-342-8 INSEAD: 02/2016-6196</p>
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CASE
Blue Ocean Finance: The Evolution of Corporate Treasury Operations in the 21st Century

ABSTRACT

As a result of globalization, multinational corporations (MNCs) have had to deal with increasing business complexity and market friction as well as higher integration costs to maintain their organizational structures. To sustain their operations and better consolidate their global resources and businesses, MNCs need to determine and consolidate their borders in a way as to ensure that the benefits of integration exceed the costs. In this course, their corporate treasury functions have experienced three stages of major evolution in the 21st century. In the first stage, MNCs improved the efficiency of cash and other existing treasury factors to reduce costs. In the second stage, MNCs started to consider factors that were traditionally unassociated with treasury operations, working to extend their treasury functions to the management of business flows. In the third stage, MNCs went beyond the first two steps to pursue what we call “blue ocean finance” by creating a centralized structure and building their corporate treasury center into a full-fledged financial service center. The institutionalization of payment and lending services – the two fundamental services offered by the banking industry – within the boundary of MNCs, allowed MNCs to provide global financial and other services to their subsidiaries internally in a much more effective manner than external banks while significantly lowering costs, thereby achieving value innovation.

CASE	ACCOMPANYING MATERIALS	TEACHING NOTE
Harvard: INS796-PDF-ENG Case Centre: n° 114-057-1 INSEAD: 9/2014-5868	N/A	Harvard: INS797-PDF-ENG Case Centre: n° 114-057-8 INSEAD: 9/2014-5868

CASE

Healthcare: Reability, Innovation in a Highly Regulated Industry (A)

ABSTRACT

Executives in heavily regulated industries, such as Healthcare, often feel their hands are tied by rules and regulations which some claim to even interfere with their ability to innovate. As such, it is not uncommon to find regulated firms competing in the same way for decades without ever challenging the status quo. The case "Reability (A)" describes the conditions of the highly regulated medical supplies industry in Germany and shows how traditional players, bounded by the conventional logic about how to compete in such an industry, focused on providing the lowest-cost standardized products and the widest range of ancillary supplements in stores while overlooking the pain points experienced by users of these products, thereby trapping themselves in ever intensifying and price-based competition.

CASE	ACCOMPANYING MATERIALS	TEACHING NOTE
Harvard: n° INS265-PDF-ENG Case Centre: n° 313-314-1 INSEAD: 01/2014-6013	Theory-based movie and Lecture Slides Available for free download at www.blueoceanstrategy.com	Harvard: n° INS265-PDF-ENG Case Centre: n° 313-314-8 INSEAD: 01/2014-6013

CASE**Healthcare: Reability, Innovation in a Highly Regulated Industry (B)****ABSTRACT**

The case "Reability (B)" illustrates how one firm created a blue ocean of new market space in the highly regulated and competitive German healthcare industry in the early 1990s. By asking a different set of strategic questions, Reability, a German medical supplies company, shifted the focus of the industry and reconstructed market boundaries by looking across the chain of buyers, across the emotional-functional orientation of the industry, and across complementary product and service offerings. In so doing, Reability was able to uncover and address a whole set of pain points of wheelchair users, create an unprecedented offering for them and at the same time set itself on a growth trajectory even while other medical supply stores and medical supply manufacturers struggled to survive against rapidly deteriorating industry conditions.

This two-part case is accompanied by a two-part theory-based movie, which reviews the Healthcare industry conditions and the traditional approach of the medical supplies industry and demonstrates Reability's strategic move to shift the orientation of the industry and create a blue ocean. Together the theory-based movie and the case are excellent for teaching both MBAs and executives how to reconstruct an industry through the six paths framework

CASE

Harvard: [n° INS266-PDF-ENG](#)
 Case Centre: [n° 313-315-1](#)
 INSEAD: [01/2014-6013](#)

ACCOMPANYING MATERIALS

Theory-based movie and Lecture Slides
 Available for free download at
www.blueoceanstrategy.com

TEACHING NOTE

Harvard: [n° INS266-PDF-ENG](#)
 Case Centre: [n° 313-314-8](#)
 INSEAD: [01/2014-6013](#)

CASE**Tata Nano's Execution Failure: How the People's Car Failed to Reshape the Auto Industry and Create New Growth****ABSTRACT**

This case analyses Tata Motors' strategic move to create and launch the Tata Nano, exploring the factors behind the project's earlier success and the reasons for its execution failure. It illustrates the importance of having a strong and aligned set of value, profit and people propositions in order to create and capture a blue ocean. The teaching note reviews how Tata Nano created its exceptional value proposition and attained a viable profit proposition by following the right strategic sequence, and then examines different components of Tata Nano's people proposition to identify the major causes of failure in executing its blue ocean strategy.

The case comes with a teaching note, lecture slides and a three-part movie based on first-hand research and face-to-face interviews describing Tata Nano's strategic move from conception to execution.

CASE Harvard: n° IN1314-PDF-ENG Case Centre: n° 313-194-1 INSEAD: 01/2017-6275	ACCOMPANYING MATERIALS Theory-based movie and Lecture Slides Available for free download at www.blueoceanstrategy.com	TEACHING NOTE Harvard: n° INS263-PDF-ENG Case Centre: n° 317-0016-8 INSEAD: 01/2017-6275
CASE The Nintendo Wii: Lessons Learned from Noncustomers		
ABSTRACT The case entitled, 'The Nintendo Wii: Lessons Learned from This case illustrates that if companies wish to tap into latent demand and create organic growth, they must learn from noncustomers. The case demonstrates that if Nintendo attempted to compete head-to-head against it's Sony and Microsoft rivals they would be further marginalized in the game console industry.		
CASE Harvard: n° INS264-PDF-ENG Case Centre: n° 313-046-1 INSEAD: 02/2014-5952	ACCOMPANYING MATERIALS Theory-based movie and Lecture Slides Available for free download at www.blueoceanstrategy.com	TEACHING NOTE N/A
CASE ZAPPOS.COM (A): Bring the Shoe Store to your Home		
ABSTRACT This is the first part of two case series of Zappos's blue ocean strategic move as an innovative online shoe retailer. Part A focuses on how Zappos reconstructed the existing boundaries of the online footwear retail industry. It describes Zappos's distinctive value proposition that is neither an offline nor online shoe store in the conventional sense. The case also introduces how Zappos broke the value-cost trade-off of the conventional online shoe store.		
CASE Harvard: n° INS259-PDF-ENG Case Centre: n° 313-048-1 INSEAD: 12/2012-5932	ACCOMPANYING MATERIALS Theory-based movie and Lecture Slides Available for free download at www.blueoceanstrategy.com	TEACHING NOTE Harvard: n° INS261-PDF-ENG Case Centre: n° 313-048-8 INSEAD: 12/2012-5932

CASE**ZAPPOS.COM (B): Strategy Powered by Culture and People****ABSTRACT**

The second part of Zappos case, Case (B), focuses on Zappos' people proposition, which led to high performance and raised barriers to imitation. It demonstrates the importance of fair process that builds a high level of trust and commitment in the company, which makes it difficult for competitors to imitate Zappos.

CASE

Harvard: [n° INS260-PDF-ENG](#)
 Case Centre: [n° 313-049-1](#)
 INSEAD: [12/2012-5932](#)

ACCOMPANYING MATERIALS

Theory-based movie and Lecture Slides
 Available for free download at
www.blueoceanstrategy.com

TEACHING NOTE

Harvard: [n° INS261-PDF-ENG](#)
 Case Centre: [n° 313-048-8](#)
 INSEAD: [12/2012-5932](#)

CASE**Skype in the Voice-over-IP Industry: A Commercially Viable Blue Ocean?****ABSTRACT**

The case entitled, 'Skype in the Voice-Over-IP Industry: A Commercially Viable Blue Ocean?' illustrates the user experience of an avid Skype user who uses Skype's voice and video offerings interchangeably for business and personal communication. This combined voice and video offering gives Skype users much higher value at lower costs than alternatives such as long distance calling where you cannot see each other, or the complexity and high set up costs for room-based video conferencing or the costs and hassles of business or leisure travel. The case illustrates the disconnect between Skype's bifurcated pricing strategy based on business versus leisure use of their voice versus video calling functions when those boundaries clearly do not exist in the minds of their users. This paper case and the accompanying case exercises prepare the participants for an engaging class discussion on what constitutes Skype's unprecedented voice and video offering and how one could set a strategic price even though there appears to be no seeming precedents for such an offering.

CASE

Harvard: [n° INS257-PDF-ENG](#)
 Case Centre: [n° 313-047-1](#)
 INSEAD: [02/2013-5949](#)

ACCOMPANYING MATERIALS

Theory-based movie and Lecture Slides
 Available for free download at
www.blueoceanstrategy.com

TEACHING NOTE

Harvard: n° [INS258-PDF-ENG](#)
 Case Centre: [n° 313-047-8](#)
 INSEAD: [02/2013-5949](#)

CASE**Salesforce.com: Creating a Blue Ocean in the B2B Space**

ABSTRACT

The case describes a series of blue ocean strategic moves made by Salesforce.com in the CRM application market. In particular, the case addresses the concern of business executives over the applicability of blue ocean strategy in the B2B area. B2B managers often find that they are locked into providing products of certain types and specifications to their immediate customers. But in fact, value innovation can take place on the three platforms of a business offering, i.e., product, service and delivery. Salesforce.com's strategic moves provide an exemplary demonstration of how a company can effectively create and renew its blue ocean in the B2B field by value innovating its single business on the product, service and delivery platforms alternately. The case is accompanied by a comprehensive teaching note that analyzes and explains the key strategic moves of Salesforce.com using major BOS frameworks and tools.

CASE

Harvard: [n° INS255-PDF-ENG](#)
Case Centre: [n° 313-019-1](#)
INSEAD: [01/2013-5911](#)

Other languages:Chinese

ACCOMPANYING MATERIALS

Lecture Slides
Available for free download at
www.blueoceanstrategy.com

TEACHING NOTE

Harvard: [n° INS256-PDF-ENG](#)
Case Centre: [n° 313-019-8](#)
INSEAD: [01/2013-5911](#)

CASE

Apple: How its Corporate Strategy Drove High Growth

ABSTRACT

This case introduces the application of blue ocean strategy in the context of managing a business portfolio at the corporate level. Apple created future profits and growth not by exploiting existing demand, but by reconstructing industry boundaries to create new market space and unlock latent demand. As a result, the company's value grew exponentially as the total market value of a firm reflects not only today's performance but also its future profitability. The case examines a series of blue ocean strategic moves at Apple, Inc. that transformed the company from a computer manufacturer into a consumer electronics powerhouse.

CASE

Harvard: [n° BOS022](#)
Case Centre: [n° 312-183-1](#)
INSEAD: [07/2012-5860](#)

Other language:Chinese, Spanish

ACCOMPANYING MATERIALS

Press Articles, Video Clips, and Lecture Slides
Available for free download at
www.blueoceanstrategy.com

TEACHING NOTE

Harvard: [n° BOS023](#)
Case Centre: [n° 312-183-8](#)
INSEAD: [07/2012-5860](#)

CASE

Wikipedia: Making a Blue Ocean Strategic Move That Discourages Imitation

<p>ABSTRACT</p> <p>This case is excellent for teaching both MBAs and executives how to create a blue ocean strategy that is hard to imitate and sustainable. It focuses on Wikipedia versus Britannica.com in the online encyclopedia industry. The case teaches participants the importance of aligning the three strategy propositions of value, profit, and people around both differentiation and low cost to break the value-cost trade-off and create a blue ocean that is hard to imitate.</p> <p>Compelling firsthand video interviews with Jimmy Wales, the founder of Wikipedia – along with other key executives, staff and volunteers, otherwise known as Wikipedians – bring this case to life in the classroom.</p>		
<p>CASE</p> <p>Harvard: n° BOS 020 Case Centre: n°311-219-1 INSEAD: 06/2014-5694</p> <p>Other language:Chinese</p>	<p>ACCOMPANYING MATERIALS</p> <p>Theory-based movie and Lecture Slides Available for free download at www.blueoceanstrategy.com</p>	<p>TEACHING NOTE</p> <p>Harvard: n° BOS 021 Case Centre: n°311-219-8 INSEAD: 06/2014-5694</p>
<p>CASE</p> <p>Blue Ocean Strategy Implementation: Lecture on Tipping point Leadership and Fair Process in action</p>		
<p>ABSTRACT</p> <p>A full PowerPoint presentation packet for a 45-minute to one-hour lecture. The presentation covers how an organization can overcome the cognitive, resource, motivational, and political hurdles to successfully execute a strategic shift as is often required to create new market space. The presentation covers how to achieve this while building employees’ trust and commitment around a new strategy. Here the concepts of Tipping Point Leadership and Fair Process are covered and linked directly to blue ocean strategy and its execution. These slides come with a teaching note that highlights key points to be made in the presentation.</p>		
<p>CASE</p> <p>N/A</p>	<p>ACCOMPANYING MATERIALS</p> <p>Lecture Slides Available for free download at www.blueoceanstrategy.com</p>	<p>TEACHING NOTE</p> <p>Case Centre: n° 308-317-8</p>
<p>CASE</p> <p>Blue Ocean Strategy Implementation Self-diagnostic: Tipping Point Leadership and Fair Process in Action (recommended for executives only)</p>		

<p>ABSTRACT</p> <p>The Blue Ocean Strategy implementation self-diagnostic is comprised of a series of probing questions that offer executive participants a practical tool for assessing the level of organizational hurdles that exist in their organization and the effectiveness of past and future strategies to overcome them. The diagnostic is divided into sections addressing the four key organizational hurdles (cognitive, resource, motivational, political) and one section on fair process. The teaching objectives are: (1) to offer executive participants a practical tool to assess the level of organizational hurdles that exist in their organization; (2) to identify areas of improvement or challenges in the organization of the participant; and (3) to provide a period of self-reflection in which to link the participant's learning within the classroom with real world application. A teaching note is available to accompany this case.</p>		
<p>CASE</p> <p>Harvard: n° BOS 003 Case Centre: n°308-315-1 INSEAD: 10/2008-5533</p>	<p>ACCOMPANYING MATERIALS</p> <p>N/A</p>	<p>TEACHING NOTE</p> <p>Harvard: n° BOS 004 Case Centre: n°308-315-8 INSEAD: 10/2008-5533</p>
<p>CASE</p> <p>Blue Ocean Strategy Implementation Scenario Case: Tipping Point Leadership and Fair Process in action (recommended for executives & MBAs with extensive work experience)</p>		
<p>ABSTRACT</p> <p>The case offers a set of interactive group scenarios which are designed to deepen the participants' understanding of blue ocean strategy implementation principles. Using the four scenarios participants work in teams as they learn to apply key concepts of tipping point leadership and fair process. The four settings (health insurance, manufacturing, government and banking) show how blue ocean strategy implementation principles apply at different organizational levels to overcome the four key implementation hurdles (cognitive, resource, motivational and political) and lead change. A teaching note is available to accompany this case which includes a template for running the breakout groups.</p>		
<p>CASE</p> <p>Harvard: n° BOS 001 Case Centre: n°308-314-1 INSEAD: 10/2008-5532</p> <p>Other language: Chinese</p>	<p>ACCOMPANYING MATERIALS</p> <p>N/A</p>	<p>TEACHING NOTE</p> <p>Harvard: n° BOS 002 Case Centre: n°308-314-8 INSEAD: 10/2008-5532</p>
<p>CASE</p> <p>How to Implement Blue Ocean Strategy</p>		

ABSTRACT

The case entitled, 'How to Implement Blue Ocean Strategy' challenges participants to apply key concepts of blue ocean strategy implementation to overcome key organizational and management hurdles while leading a strategic shift. The case lays out how Braynesbridge Industries (BI), a fictional conglomerate involved in the steel industry, recently launched a new strategy to break out of the red ocean of bloody competition in the industry. The new strategy, however, represented a significant departure from the status quo, which led to steep cognitive, resource, motivational, and political hurdles in the organization. Hence, to implement the new strategy, BI executives had to overcome these four key hurdles. Despite this challenge, the case reveals that BI's management team successfully implemented the strategy fast and at low cost using tipping point leadership and fair process. BI's Board of Directors, very impressed with the new strategy and its successful implementation, is curious to learn the principles of tipping point leadership and fair process and how these apply to organizations. The case sets the stage for students/executives to be called before the Board to answer numerous conceptual questions on their blue ocean strategy implementation. The set of questions posed by the Board are displayed in an accompanying flash-game exercise called, 'Blue Ocean Strategy Implementation Interactive Class Exercise: Tipping Point Leadership and Fair Process in Action' that is free for instructor download at www.blueoceanstrategy.com. This case and the Blue Ocean Strategy Implementation Interactive Class Exercise come with a comprehensive teaching note and are excellent for both MBAs and executives, creating great energy and rich learning in the classroom.

CASE

Harvard: [n° BOS 014](#)
 Case Centre: [n°309-197-1](#)
 INSEAD: [07/2009-5624](#)

ACCOMPANYING MATERIALS

Flash Game
 Available for free download at
www.blueoceanstrategy.com

TEACHING NOTE

Harvard: [n° BOS 015](#)
 Case Centre: [n°309-197-8](#)
 INSEAD: [07/2009-5624](#)

CASE

NTT DoCoMo I-Mode (TM): Value Innovation at DoCoMo

ABSTRACT

As of November 2001, NTT DoCoMo is the only company that has been able to make money out of the mobile Internet. This case study describes how, in a very competitive industry engaged in a technology race and strong price erosion, NTT DoCoMo has been able to achieve superior performance with its novel i-mode services. Launched in February 1999, its i-mode service was an immediate and explosive success. DoCoMo came to exceed its parent company in terms of market capitalization as well as potential for profitable growth as we enter the age of mobile Internet. This case offers a value innovation perspective to analyze the success of i-mode with a particular emphasis on the business model used to exploit the i-mode innovation of DoCoMo. The case is designed to serve a variety of purposes in the 'value innovation and winning business ideas' teaching module of an MBA strategy course or executive education programme. The instructor can use the case to cover the following topics: (1) the value innovation logic; (2) the value curve and six paths framework; (3) the buyer utility map; and (4) the price corridor of the mass and the business model guide. Alternatively, the instructor can use it to specially cover the last three topics. A teaching note is available to accompany this case.

CASE Harvard: n° BOS 005 Case Centre: n°303-043-1 INSEAD: 08/2009-5079	ACCOMPANYING MATERIALS N/A	TEACHING NOTE Harvard: n° BOS 006 Case Centre: n°303-043-8 INSEAD: 08/2009-5079
CASE Lessons from Breakthrough Strategic Moves Over the Last Century		
ABSTRACT The case entitled, ‘Lessons from Breakthrough Strategic Moves Over the Last Century’ illustrates how businesses over the last 100 years have periodically broken away from the competition to create and capture new market space – often giving rise to entirely new industries. Yet, to date, there is very little understanding of the underlying strategic logic behind these breakthrough strategic moves. This case and its accompanying video examine whether there is a shared pattern across these strategic moves by examining three representative industries that touch peoples’ everyday lives: autos – how people get to work; computers – what people use at work; and movie theaters – where people go after work for entertainment. The complementary video called, ‘A History of Blue Ocean Strategic Moves: Is There a Pattern?’, which is free for instructor download at www.blueoceanstrategy.com , provides a visual demonstration of these three representative industries so that participants can deduce the shared patterns across these strategic moves. The case and the video come with a comprehensive teaching note and are excellent for both MBAs and executives.		
CASE Harvard: n° BOS 010 Case Centre: n°309-196-1 INSEAD: 07/2009-5617	ACCOMPANYING MATERIALS Theory-Based Movie Available for free download at www.blueoceanstrategy.com	TEACHING NOTE Harvard: n° BOS 011 Case Centre: n°309-196-8 INSEAD: 07/2009-5457
CASE Gillette: How a US Consumer Products Company Unlocked the Three Tiers of Noncustomers		

ABSTRACT

The case entitled, 'How a US Consumer Products Company Unlocked the Three Tiers of Noncustomers' illustrates how new demand is created by looking to noncustomers instead of just competing for a share of the existing customers of an industry. The case prompts the students to consider how new demand was created in the cell phone, computer and air travel industries by unlocking the three tiers of noncustomers. This case provides the conceptual backdrop to an accompanying interactive class exercise called 'Blue Ocean Strategy Noncustomer Exercise: The Case of Gillette' which is a full PowerPoint presentation that is free for instructor download at www.blueoceanstrategy.com. The PowerPoint presentation is built around Gillette's introduction of the first safety razors with disposable blades in 1903 which created new demand by reaching beyond the existing customers of straight razors at home and in the barbershop. This case and the accompanying interactive Gillette exercise come with a comprehensive teaching note and are excellent for both MBAs and executives.

CASE

Harvard: [n° BOS 016](#)
 Case Centre: [n°309-204-1](#)
 INSEAD: [07/2009-5625](#)

ACCOMPANYING MATERIALS

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TEACHING NOTE

Harvard: [n° BOS 017](#)
 Case Centre: [n°309-204-8](#)
 INSEAD: [10/2008-5537](#)

CASE**The Evolution of the Circus Industry Case A****ABSTRACT**

This is the first of a two-case series. Cirque du Soleil very successfully entered a structurally unattractive circus industry. It was able to reinvent the industry and created a new market space by challenging the conventional assumptions about how to compete. It value innovated by shifting the buyer group from children (end-users of the traditional circus) to adults (purchasers of the traditional circus), drawing upon the distinctive strengths of other alternative industries, such as the theatre, Broadway shows and the opera, to offer a totally new set of utilities to more mature and higher spending customers. The case series is designed to serve a variety of purposes in the 'value innovation and creating new market space' teaching module of an MBA strategy course or executive education programme. In both instances, the instructor can best use it to cover the following topics: (1) value innovation logic (as compared to industry and competitive analysis); (2) the concept of value curve; and (3) the six paths framework for creating new market space. A teaching note is available to accompany this case series

** [The Case Centre's all-time top 40 bestselling cases 2014](#), [Case Centre European Case Awards Category Winner 2006](#) and [Case Centre European Case Awards Overall Winner 2009](#)**

<p>CASE</p> <p>Harvard: n° BOS 007 Case Centre: n°302-057-1 INSEAD: 302-057-1</p> <p>Other languages: Japanese, Portuguese, Spanish, Chinese, Russian</p>	<p>ACCOMPANYING MATERIALS</p> <p>Theory-Based Movie Available for free download at www.blueoceanstrategy.com</p>	<p>TEACHING NOTE</p> <p>Harvard: n° BOS 009 Case Centre: n° 302-057-8 INSEAD: 10/2009- 4999</p>
<p>CASE Even a Clown Can Do It: Cirque du Soleil Recreates Live Entertainment Case B</p>		
<p>ABSTRACT</p> <p>This is the second of a two-case series. Cirque du Soleil very successfully entered a structurally unattractive circus industry. It was able to reinvent the industry and created a new market space by challenging the conventional assumptions about how to compete. It value innovated by shifting the buyer group from children (end-users of the traditional circus) to adults (purchasers of the traditional circus), drawing upon the distinctive strengths of other alternative industries, such as the theatre, Broadway shows and the opera, to offer a totally new set of utilities to more mature and higher spending customers. The case series is designed to serve a variety of purposes in the value innovation and creating new market space teaching module of an MBA strategy course or executive education programme. In both instances, the instructor can best use it to cover the following topics: (1) value innovation logic (as compared to industry and competitive analysis); (2) the concept of value curve; and (3) the six paths framework for creating new market space. A teaching note is available to accompany this case series **Case Centre European Case Awards Category Winner 2008**</p>		
<p>CASE</p> <p>Harvard: n° BOS 008 Case Centre: n°302-058-1 INSEAD: 302-058-1</p> <p>Other languages: Spanish, Japanese, Russian</p>	<p>ACCOMPANYING MATERIALS</p> <p>Theory-Based Movie Available for free download at http://www.blueoceanstrategy.com</p>	<p>TEACHING NOTE</p> <p>Harvard: n° BOS 009 Case Centre: n° 302-057-8 INSEAD: 10/2009- 4999</p>
<p>CASE Crafting Winning Strategies in Mature Market: the U.S Wine Industry in 2001</p>		

ABSTRACT

The case entitled, 'Crafting Winning Strategies in a Mature Market: The US Wine Industry in 2001' examines the competitive environment of the US wine industry in 2001, prior to [yellow tail]'s launch. The case demonstrates how the industry was overcrowded, highly competitive, and increasingly squeezed at the distribution and retail stages of the supply chain. Even though the industry was intensely competitive, wine manufacturers have systematically competed along the same set of factors that have hardly changed over the last few centuries. In July 2001, Australia's Casella Winery introduced [yellow tail] into this highly competitive US market. Small and unknown, they had expected to sell 25,000 cases in their first year. In fact, they had sold nine times that amount. By the end of 2005, [yellow tail]'s cumulative sales were tracking at 25 million cases. [yellow tail] soon emerged as the overall best selling 750ml red wine, outstripping Californian, French and Italian brands. This case examines the strategic move executed by [yellow tail] that made it the number one imported wine and the fastest growing brand in the history of the US and Australian wine industries.

The case is accompanied by a 2-part video called 'Creating a Blue Ocean in the US Wine Industry' that is free for instructor download at www.blueoceanstrategy.com. Part A provides a visual overview of the wine industry setting pre- [yellow tail]. It is a powerful complement to the paper case. Part B explores, through interviews with the principal players behind the launch of [yellow tail], the development and execution of Casella's blue ocean strategic move. The case and the video dvd come with a comprehensive teaching note and are excellent for both MBAs and executives.

CASE

Harvard: [n° BOS 018](#)
Case Centre: [n° 309-186-1](#)
INSEAD: [07/2009-5626](#)

Other languages: Chinese

ACCOMPANYING MATERIALS

Theory-Based Movie
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TEACHING NOTE

Harvard: [n° BOS 019](#)
Case Centre: [n° 309-186-8](#)
INSEAD: [01/2008-5456](#)